

## **The Self-Assessment Process Model**

### **Process Review and Measurement System**

**I. Introduction.** This model is a comprehensive internal evaluation of how an OSH program meets the requirements of its internal/external customers. The PR&MS outlines steps for the command to implement to ensure a quality and comprehensive self-assessment:

A. Identification of program elements to be evaluated (each program and resources).

B. Development of assessment plans for each element (including strategies, performance criteria, schedules and resources needed).

C. Conduct of the actual assessment of each element (including analysis, conclusions, recommendations and reports).

D. Adjusting/improving self-assessments (obtaining customer feedback, develop/implement improvements and advise customers of changes).

E. OPNAVINST 5100.23E, Chapter 5, section 0505a requires the self-assessment to include, as a minimum, a review of mishap statistics and analysis data, inspection records, hazard reports and risk assessments, and an evaluation of compliance posture.

**II. Command Self-assessment.** This process is sequential and skipping or missing steps diminish the value of the improvement plan. It is far better to have a few well-developed plans instead of many incomplete plans. In your plan, answer all of the questions. If a section does not apply, mark it as not applicable.

A. Was a command-wide self-assessment to evaluate the OSH program completed at least annually?

B. Was the self-assessment process directed or endorsed by the CO?

1. Were process measures and outcomes established?

2. Were all outcomes linked to the OSH program goals, i.e. reduced mishaps and safe work environments, etc.?

3. Were targets and control limits established for each measure?

4. Was a data collection system described: what, when, who, why, and how for the data collection and analysis?

C. Did the process analysis include the appropriate levels within the chain of command from process start to the outcome? (Managers, supervisors, other than safety are to assist in the self-assessment process.)

1. Was the process analysis described using a wire diagram or process flow diagram?

2. What method was used to conduct the self-assessment?

D. Where external service providers (Industrial Hygienist, Occupational Health Nurse) included in the self-assessment?

E. Was a customer satisfaction survey developed and used as an evaluation tool?

1. What type of analysis was performed to summarize the results?

F. Were all improvement plans reviewed by the responsible parties and the CO?

1. Did the improvement plans include the measures to be used to determine the success of the plan (trend analysis)?

2. Were improvement plans limited to those out of control or did they include any opportunity to improve other programs?

3. Did each plan address the resources required: time, funding, people, materials, and facilities?

4. Was a plan to review progress and status included?

5. Was a goal set to determine success?

6. Was a deadline to accomplish the improvement established?

7. Were all improvement plans assigned a relative priority?

8. Was a method to evaluate the effectiveness of the improvement plans identified?

G. Were the command OSH self-assessment and improvement plans reviewed by the regional OSH Program Manager?

### **III. Command Policy for OSH.**

A. Performance Standards (Refer to the section "Determine Performance Appraisal Measures for Supervisors and Employees" in the Supervision Process Model). All levels within the chain of command are assigned OSH responsibilities in OPNAVINST 5100.23E. They are inherent in being a conscientious manager, supervisor, and worker and need to be part of the performance appraisals for civilians. Military personnel are held to a different appraisal standard and support for the OSH program is a significant part of being a military member. Because military performance evaluations are controlled by Bureau of Naval Personnel, there are Navy-wide problems in complying with this OPNAVINT 5100.23E requirement for military. This issue has been forwarded to the NAVOSH QC for resolution. Until BUPERS and CNO resolve the issue, do not pursue this for military personnel. However, in this section of the activity self-assessment, state "Refer to the CINCLANTFLT cover letter that forwarded this guidance.

Outcome: Civilian workers and supervisors are rated for support of the command's OSH program.

Measure: Performance OSH rating. Take a random sample of names from command roster using random sample equation.

Performance OSH fraction =

$$\frac{\text{\# of workers \& first line sups w/ OSH support statement}}{\text{\# of workers and 1<sup>st</sup> line supervisors}}$$

Target: 1 (if less than 1, improvement is needed)

B. Customer Focused Support. To measure the impact of the OSH program on the command, a customer needs assessment may be used. A periodic survey can be used to solicit input and provide some measures of program understanding. A spreadsheet can be very useful for tracking manpower and money commitments for each customer

1. Identify your customers.
  - a. Within the host command.
  - b. Commands that receive full and partial support (ISSAs and MOUs).
  - c. Departments and shops that receive special support due to the nature of their work (i.e. gas free/confined space services, respiratory protection program).
  - d. Union contacts.
  - e. Contractor support and oversight.
  - f. Committees and councils.
2. Services provided by man-hours per year and per unit costs.
  - a. Training.
  - b. Special inspections and certifications.
  - c. PPE.
  - d. Confined space entry and GFE.
  - e. Special evolutions: weapons loading, crane operations.
  - f. Job hazard analysis.
  - g. Committee and council membership.

3. Service and product evaluations.

a. Develop a simple questionnaire to measure customer satisfaction and areas for improvement after each service delivery.

b. Spot check by visiting customers after services were provided and document observations with respect to those services.

Measure: Customer satisfaction fraction

Customer satisfaction fraction =

$$\frac{\text{\# of surveys with average or above rating}}{\text{\# of surveys returned}}$$

Target: 1 (if less, needs improvement)

4. Resource management.

a. Based on the cost of providing services and customer satisfaction do high cost services have a corresponding high satisfaction?

b. Was an improvement plan developed for those high cost services with low or moderate customer satisfaction ratings?

c. Did the improvement plan include customer input?

IV. **Some suggested tools.**

A. Activity NAVOSH Programs List.

B. NAVOSH Program Checklist.

C. Safety and Occupational Health Office Facility Inspection Check Sheet/Inspection Form.

D. Various Flow Charts.

E. Various questionnaires/surveys